

**Michigan Judicial Institute Seminar**  
**CHILD CARE FUND SEMINAR**  
*Insights From Monroe County*

## **Motivating Forces**

### **Limited and Out-Dated Juvenile Justice System**

#### **Dispositional options were limited**

Probation, Detention, Residential Treatment and Act 150 State Institutional Placement

#### **Strong organization memory inhibited creativity**

“We Have Always Done it that Way”

#### **The system tended to be reactive rather than proactive**

Put out the Fires

#### **Lack of complete and reliable data**

### **Lack of a Collective Vision**

Community based alternatives for juveniles and families were often:

*Ignored*

*Discounted*

*Under utilized*

### **Act 150**

#### **State Institutional Placements**

Numbers were high

Length of average stay was elevated

The economic realities of the ever rising cost

### **Influx of Mental Health and Substance Abuse Cases**

The mental health services available for children and families were diminishing.

The correlation between delinquency and substance abuse was extreme.

Local coordination of mental health and substance abuse services for juveniles was not effective.

Many of these juveniles ended up in court placements outside their homes.

## **Assessment of Need**

### **Discussion**

Get the necessary people together in the community and talk about the issues.

Identify needs

From the court's perspective, we needed:

More programming options.

More effective programming options.

Less expensive programming options.

### **Alternatives**

Look at the alternative programming available for juveniles and families to meet the needs.

Establish priorities.

### **Focus**

Focus on the community's interest rather than isolate the court or any one agency or group.

### **Dream**

Start to think, talk and "dream big"

Commitment to an open and frank discussion of juvenile and family services and child care options

Consider what is possible

Dream big

## **PLANS and APPROACHES**

### **Community Training**

An "alternatives to detention training" was held in march 2001.

For two days, juvenile justice and human services agency heads, professionals, politicians and community representatives underwent training and held discussions regarding all aspects of juvenile and family programming.

## **Juvenile Justice**

Strategic Planning Forum

The court can't do it alone.

An on-going assembly of people concerned about local juvenile and family services programming.

Sets priorities, develops, advocates and seeks support for programming.

It is established as sub-committee of the community coalition

The Monroe county human services collaborative network (HSCN).

### **Community Coalition**

The Monroe county human service collaborative network (HSCN)

The community collaborative body that promotes and advocates for a continuum of services for juveniles and families

An under used resource for development and support of alternative programming

### **Alternatives Developed**

#### **Education and Improved Understanding**

Undertook the education of key people and local groups, including the funding units, regarding juvenile services, costs and child care funding

Reached shared understandings:

What the various agencies and groups provide in the community

What it costs

#### **Education and Improved Understanding**

Made shared commitments:

Better use of resources.

Effective / efficient alternative programming.

Had open exchanges regarding ideas and priorities.

Lead to a shared community vision.

### **Data Collection and Information Gathering**

Gathered complete information regarding the court's act 150 state

wards.  
Who are they?  
What was their history?  
What progress had been demonstrated?  
What was the cost of care?  
Are they A risk to public safety?

Held review hearings.  
Increased judicial oversight in programming and individual treatment.

### **Data Collection and Analysis**

Made enhancing data collection and analysis of the data a priority.

Applied data analysis in the decision making process where possible.

### **Computer Analysis**

Analyzed data in a computer program designed to assist in making decisions about programming and placement.  
Considered risk and needs of individuals.  
Used virtual placement options to demonstrate potential efficiencies in CCF spending.  
Change some placements to maintain appropriate treatment, assure public safety and reduce costs.

### **Alternative Programming for Juveniles and Families**

Risk assessment and testing  
Tethering  
Intensive probation  
Juvenile drug court

### **Alternative Programming for Juveniles and Families**

Mentoring program  
After school report program  
Reconfiguring residential treatment programs –  
*At the Monroe County Youth Center*

### **Resources**

### **Resources For Priorities**

Change requires choice.

Change requires resources.

Fiscal, concrete, and human.

Additional resources must be located and/or

Current resources must be redirected appropriately.

### **Potential Resources**

Redirecting unspent resources

Saved by implementing program efficiencies.

Staying on top of the grant process

Know what funding is available for juvenile and family programming.

Understand the match requirements.

Understand that grant funding is money to start alternatives not sustain them.

### **Potential Resources**

Identifying and approaching alternative sources of funding and donations

Foundations, corporations, organizations and pooling local dollars.

Partnerships

With non-traditional groups and existing service providers in the community.

Collaboration with cost sharing

Be creative. Share the cost of programming with organizations that benefit.

### **Challenges and Barriers**

## **Resistance**

There is general resistance to change in any system or organization.  
Change brings about uncertainty.  
It's human nature to fear change.

Recognize resistance will be there and be prepared to cope with it.  
Bring as many people as possible into the planning, development and implementation of the change.  
Make change happen in an open environment.

## **Maintaining Energy**

To achieve change one must find a way to keep up the energy it takes to manage change in large systems and organizations.  
Share responsibility for change.  
Collaborate as broadly as possible, but someone has to be in charge.

## **Maintaining Focus**

Find the means to maintain a focus on the "big picture"  
While coping with the day-to-day demands and responsibilities of individuals jobs and functions  
Requires commitment to the process